

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

وَقَدْ رَبُّ زِدْنِي عِلْمًا

صدق الله العظيم

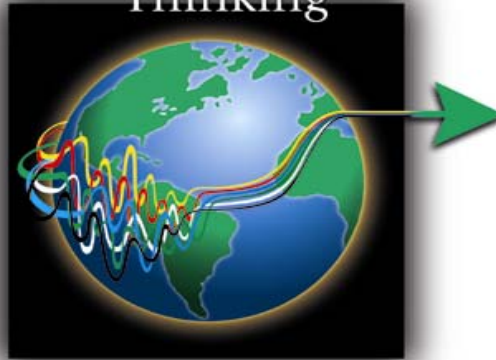


نقدر...؟ طبعاً نقدر



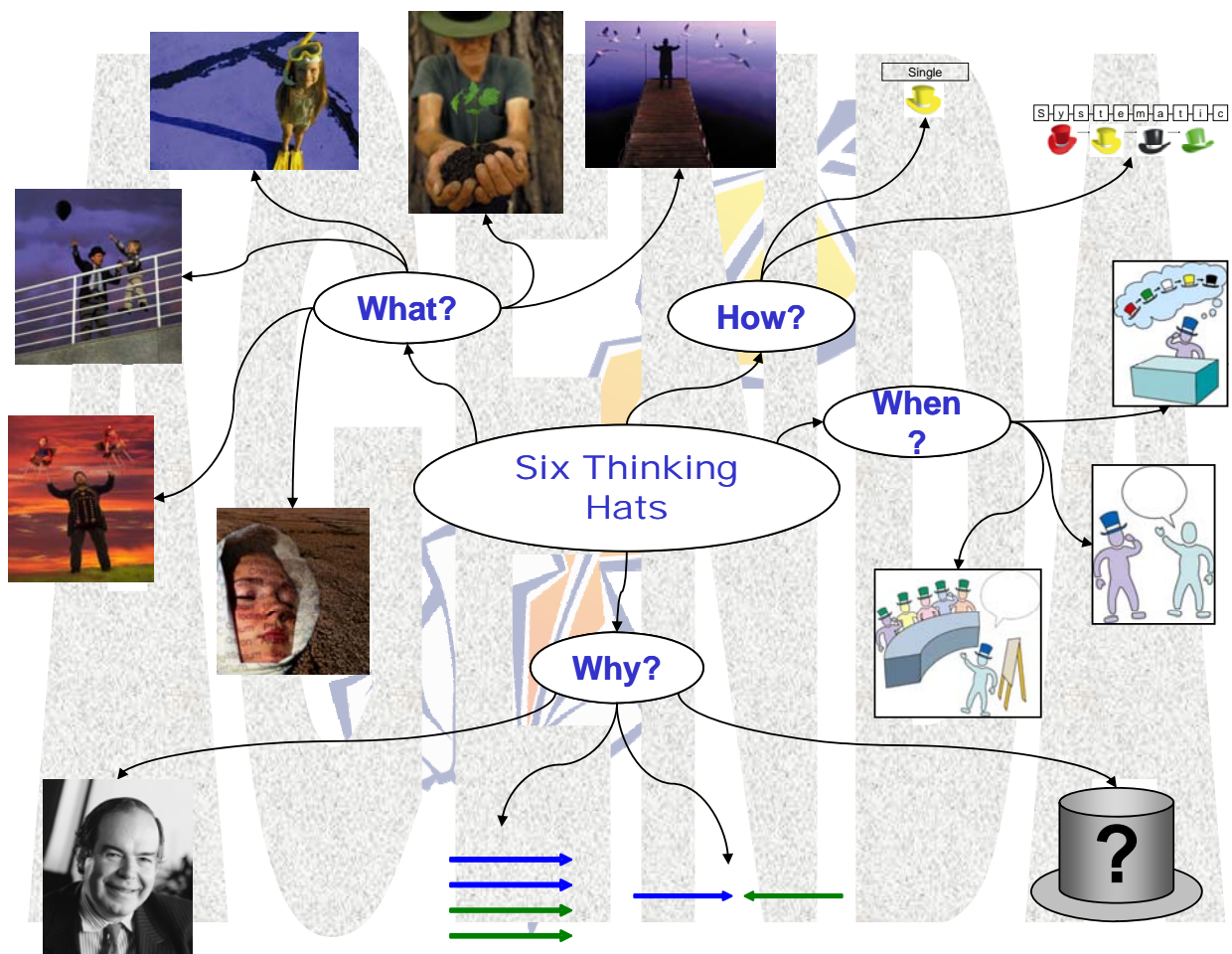
Edward de Bono's

**SIX HATS®**  
Thinking



**Tools for Parallel Thinking®**





## six thinking hats



# Dr. Edward de Bono

## six thinking hats

- MD, PhD, and Rhodes Scholar
- Faculty appointments in Oxford, London, Cambridge and Harvard
- Leading authority on the direct teaching of thinking as a skill
- Originator of Lateral Thinking, Six Thinking Hats, CoRT, the operative word “po” and the verb “leto”
- Over 62 books translated into over 37 languages

## six thinking hats

- Two television series and a movie entitled 2040 were based on his works
- Over 4,000,000 references to his works on the internet
- Invited to lecture in 52 countries
- Asked to chair a special meeting of Nobel Prize laureates
- Had a planet named after him by the International Astronomic Union
- Named by a group of university professors in South Africa as one of the 250 people in all of history who have contributed most to humanity

## six thinking hats

NASA

IBM

DuPont

NTT (Japan)

Shell

Statoil (Norway)

Marzotto (Italy)

Kuwait Oil Company

CitiCorp

Procter & Gamble



Federal Express

Siemens

ABB

Ericsson

McKinsey

Ciba-Geigy

Ford

Motorola

M&M Mars

American Express

## six thinking hats

“The quality of our thinking  
will determine the quality  
of our future.”

**Edward de Bono**



## six thinking hats

“The SIX THINKING HATS method may well be the most important change in human thinking for the past twenty-three hundred years.”

**Edward de Bono**



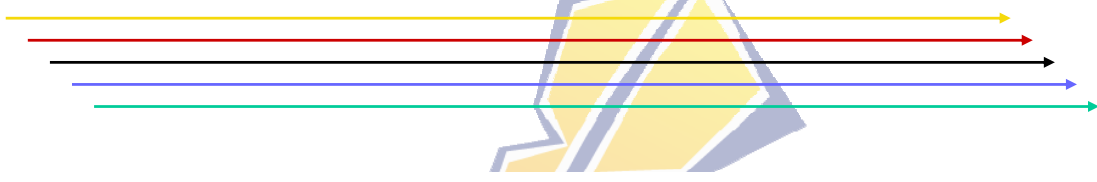
## six thinking hats





## six thinking hats

### Revolutionary Nature of Parallel Thinking™

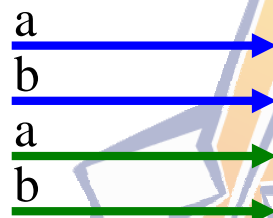
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- A diagram illustrating Parallel Thinking. It features a central yellow hexagon with a blue outline. Four horizontal arrows of different colors (yellow, red, blue, and green) pass through the hexagon from left to right, representing multiple parallel perspectives.
- We have many thinking tools for argument/debate, but few for ordinary thinking
  - The Six Hats method releases us from argument and lays out all the views in parallel
  - We can also separate out different aspects of thinking with the hats
  - We can politely encourage others to vary their thinking by putting on or taking off a hat
  - The Six Hats method is used successfully worldwide

## six thinking hats

### Adversarial Thinking



### Parallel Thinking



The Six Hats method  
replaces adversarial thinking  
with Parallel Thinking™.



## The Six Hats Framework

- Separate out thinking
- Ask people to switch thinking modes
- Separate ego from performance
- Signal the next process
- Explore subjects in parallel



## Why the Hats Metaphor?

- Makes Parallel Thinking practical to use and easy to remember
- There is a traditional link between “thinking” and “hats”
- You can switch thinking processes easily just as you can switch hats easily
- Hats indicate certain roles

## six thinking hats



Six Hats



Six Colors



Six Types  
of Thinking



Not Categories



- The hats are not descriptions of thinkers



- Each thinker should be able to use all of the hats

## six thinking hats

**white hat**



**what do we know?**

**what do we need to know?**

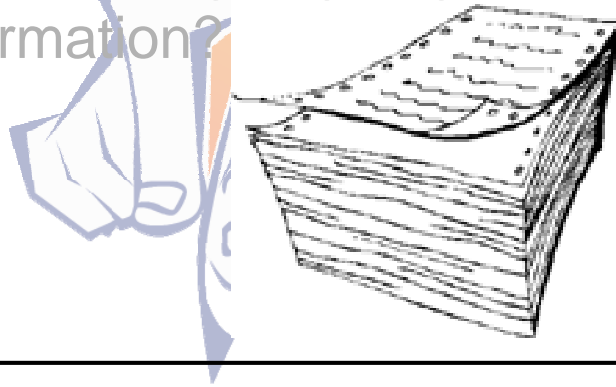


six thinking hats



## white hat

- What information is available?
- What information do we need?
- How are we going to get the missing information?



six thinking hats

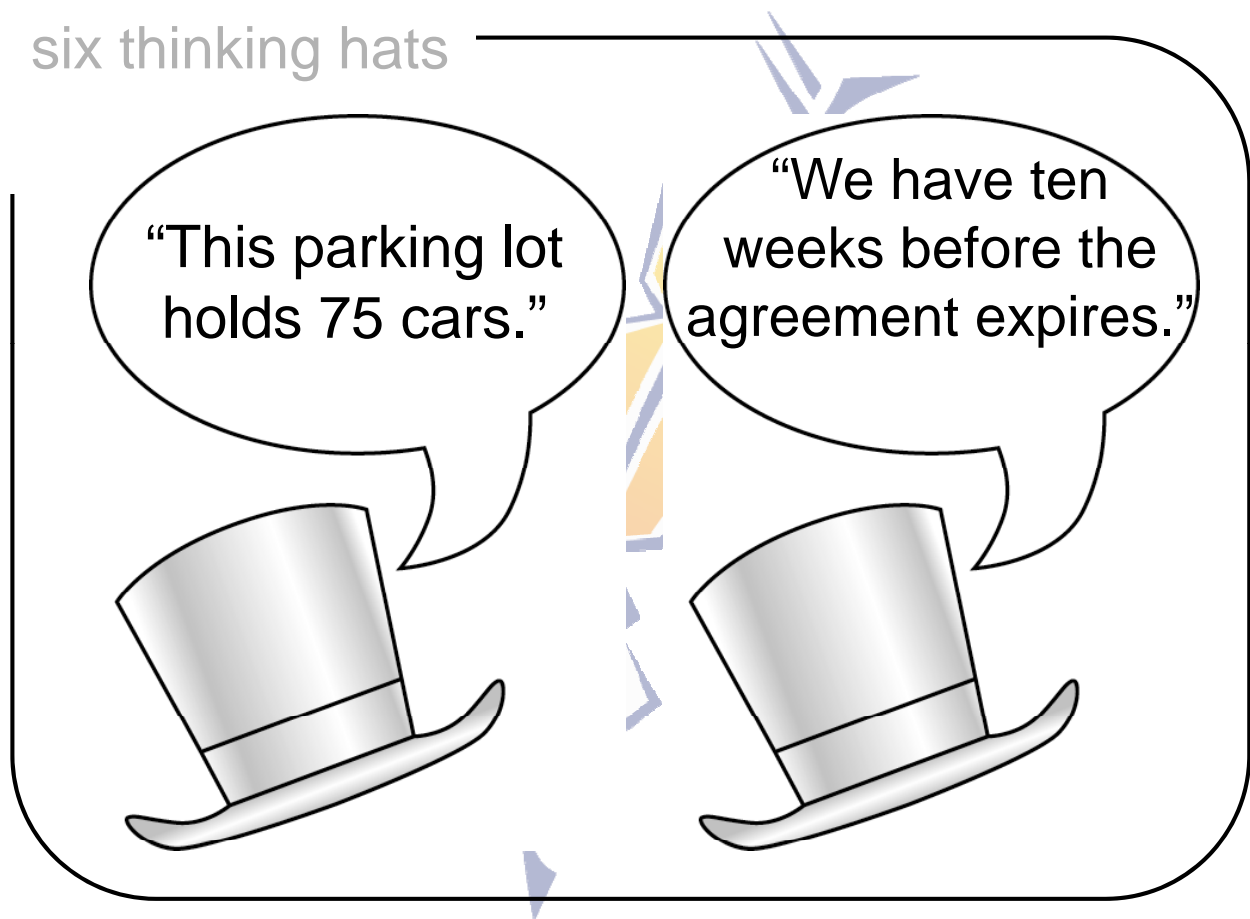


## Key Points

Use the white hat to

- Note conflicting views
- Assess the relevance and accuracy of the information
- Separate fact from speculation
- Pinpoint actions needed to fill information gaps
- Report on someone else's feelings

## six thinking hats



## hats in detail

### Focus on

**information**  
**what do we know?**  
**data**



**what do we need to know?**

**How are we going to get the needed information?**

### • Spectrum of Relevance

Documented  
Facts and Data



Hearsay or  
Reasonable Guess

### • Range of Information

### • It's a computer output

## Using the White Hat: Types of Information

- doubtful information
- Other people's feelings
- What information is available?
- What information would we like to have?
- What information do we need?
- What information is missing?
- How are we going to get the missing information?

## six thinking hats

### red hat



feelings  
emotions  
intuition  
hunches

## six thinking hats



### red hat

- What are my feelings right now?
- What does my intuition tell me?
- What is my gut reaction?



## six thinking hats



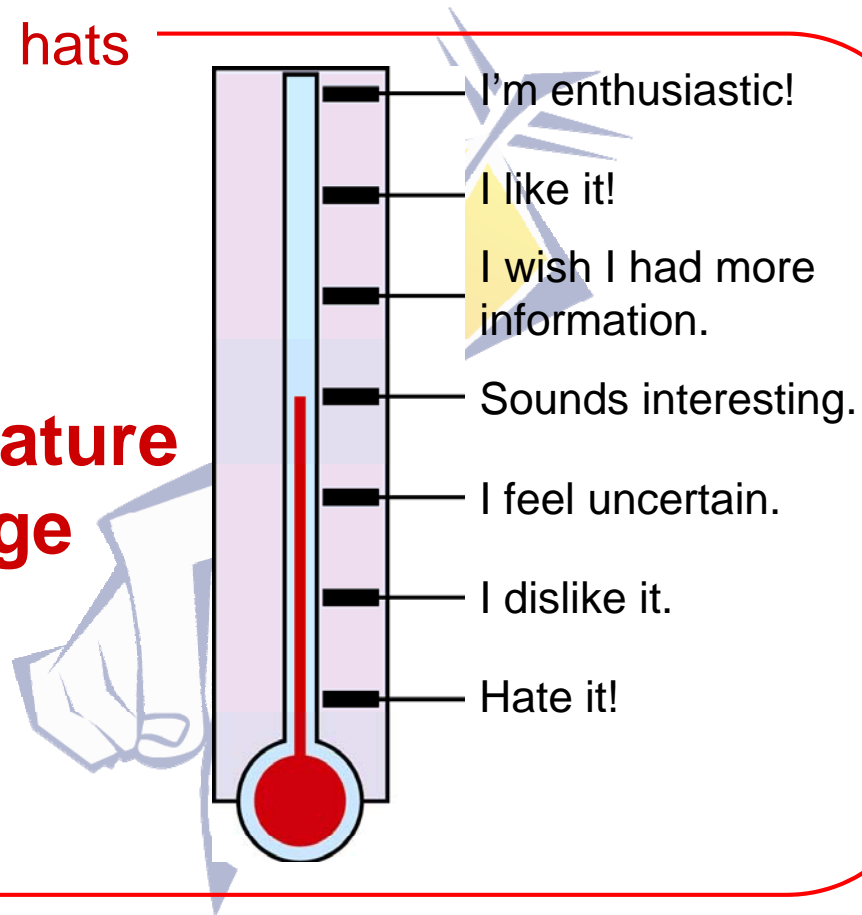
### Key Points

- Limit to 30 seconds or less
- Permission to express feelings, hunches, and intuitions
- No need to justify, explain reasons
- Use as part of the thinking that leads to a decision
- Use after a decision has been made



six thinking hats

## A Temperature Gauge



six thinking hats

Letting schoolchildren select their teachers

Requiring four-day weekends

Making foods with high fat content, illegal

Working from home

Legislating a complete ban on cigarette smoking

Giving every employee periodic drug tests



hats in detail

## Focus on

feelings  
emotions  
intuition  
hunches



- Feelings are often disguised as logic
- We mistrust feelings and emotions because we cannot see what we are dealing with
- Intuition may be based on experience

hats in detail

## Using the Red Hat

- Signals Feelings
- No explanation needed
- Validity of feelings
- Ingredient in decision making
- States feelings right now
- Explores a range of feelings
- Brief time allowed



six thinking hats

## black hat



**caution**  
**difficulties**  
problems risks

six thinking hats



## black hat

- What could be the possible problems?
- What could some of the difficulties be?
- What are points for caution?
- What are the risks?

It can be positive.....!!!!

## six thinking hats



### Key Points

- Helps us make good decisions
- Points out difficulties
- Explores why something may not work
- Must give reasons for concerns
- May overlap with white hat
- Is a powerful assessment tool when used after the yellow hat
- Supplies a road map for improvement/problem solving when used with green hat

## six thinking hats

“That tree makes it impossible to get a clear view of oncoming traffic.”



“If we close at 5 p.m., we will lose the customers who shop after work.”



hats in detail

**Focus on**

**caution**  
**difficulties**  
**weaknesses** **risks**



- Black hat is essential
- Is sometimes resented
- More natural than yellow hat
- Creates problems if overused

hats in detail

## **Using the Black Hat**

- Notes ways that something does not fit
- Looks at faults
- Looks at potential problems
- Speculates about the future
- Finds the errors of logic
- Makes assessments
- Must be applied thoroughly

Thank you.....

